

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Diversity will assist the Division in its efforts to protect consumers by effectively and efficiently providing a fair, flexible and positive regulatory environment; foster internal communications among employees; coordinate and streamline state and regulatory processes; develop dynamic responses to ever changing regulatory environment.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 Ensure that candidates, internal and external, possess the necessary competency, skills and experience to fill any vacancies.

FY 2009 Ensure a diverse pool of candidates, internal and external, possess the necessary competency, skills and experience to fill any vacancies.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 Commissioner identifies each individual in the Division who is authorized to participate in the hiring process as well as personnel needs for the Division. Each Bureau Chief ensures that the position description questionnaire accurately reflects the duties of the position and oversees the hiring process from initiation to completion. The Personnel Assistant facilitates and supports the Bureau Chief in the hiring process.

FY 2009 Commissioner identifies each individual in the Division who is authorized to participate in the hiring process as well as personnel needs for the Division. Each Bureau Chief ensures that the position description questionnaire accurately reflects the duties of the position and oversees the hiring process from initiation to completion. The Personnel Assistant facilitates and supports the Bureau Chief in the hiring process.

The name and contact information of a primary recruitment contact for usage by DAS is:

Karen George
Iowa Insurance Division
330 Maple
Des Moines, IA 50319
281-4033
karen.george@iid.iowa.gov

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

4

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

Account Auditor 1

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Account Auditor 1

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Pay constraints of state government

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

Account Auditor 1

List the barriers that have been identified in recruitment of the protected classes:

Availability of qualified candidates.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Collaborate with Department of Vocational Rehabilitation and Department of the Blind.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

None

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

None planned to date. Possible participation at a state sponsored career fair.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

| Tool | FY 2008 | Budget Est. | FY 2009 | Budget Est. |
|---------------------------------|----------------|--------------------|----------------|--------------------|
| Internet Job Postings | 1 | \$0 | 1 | \$0 |
| Resume Search Products | 0 | \$0 | 0 | \$0 |
| Standard News Print | 0 | \$0 | 0 | \$0 |
| Specialty Trade Journals | 1 | \$0 | 1 | \$0 |
| Radio | 0 | \$0 | 0 | \$0 |
| TV | 0 | \$0 | 0 | \$0 |
| Open House | 0 | \$0 | 0 | \$0 |

| | | | | |
|---------------------------|---|----------|---|----------|
| Search Firms | 0 | \$0 | 0 | \$0 |
| Temporary Staffing | 2 | \$20,000 | 2 | \$20,000 |

Other (please list):

None

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Internet Job posting

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

The Division did not recruit passive candidates.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

The Division uses unpaid interns. Interns usually obtain college credit upon completion of internship. Contact institutions of higher learning with insurance colleges or law schools.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

The Division follows state procedures for the use of temporary employment services and the hiring of temporary employees. A temporary employee might gain certain knowledge as a result of his or her employment with the Division which may be useful when a permanent position becomes available.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Acknowledge receipt of the resume. Advise individual of the lack or existence of openings. If an opening exists, direct the individual to correct procedure for hiring. Advise individuals to check back periodically.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

Attractive candidates have accepted employment offers with the agency. Continue dialogue with DAS regarding issues relevant to field staff.

For FY 2009, provide a timetable for those activities you plan to implement:

On going

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

Account Auditor 1

List the issues you have identified that contribute to the turnover in these classes:

Opportunities elsewhere within state government. Increased pay within the private sector. Travel requirements. Mileage reimbursement.

Check the methods you use to identify turnover factors (check all that apply):

☐ Exit interviews

Describe how these are conducted:

Text Box

☒ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Commissioner of Insurance meets with small groups of employees without management being present one time per year to listen to concerns and needs.

☒ Management team meetings/exercises

Describe how these are conducted:

Annual senior management session to review feedback and develop goals.

☐ *Other methods (please describe):*

Text Box

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Institutional knowledge about operations and industry in general.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

All vacancies to be filled are first offered internally to staff.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Infrequency of suitable vacancies

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

Barriers do not differ for protected class employees.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Commissioner of Insurance meets with small groups of employees without management being present one time per year to listen to concerns and needs. Quarterly all-division staff meetings to provide internal and industry updates. Bureau meetings held at least monthly.

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☒ *Good* ☐ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Office intranet. E-mail. Bureau chiefs. Quarterly all staff meetings.

Describe any changes you plan to make around employee engagement in FY 2009:

None

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☐ *Orientation and On-boarding:*

Text Box

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

Encourage professional designations where available and appropriate. Invite speakers from the industry to address staff. Provide professional training where available and appropriate. Hold in-house training sessions.

☐ *Workplace accessibility (visual, physical):*

Text Box

☒ *Mentoring:*

Assign mentor to new staff who will assist with introductions and basic information about the office.

☒ *Awards and Recognition:*

Continue to recognize staff achievements and milestones at quarterly all-division staff meetings and as events occur throughout the year.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

Managers have attended day-long diversity training.

Provide information about diversity-related training planned for FY 2009 in the text box.

Staff will attend training when it becomes available.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

Diversity has assisted the Division in its efforts to protect consumers by effectively and efficiently providing a fair, flexible and positive regulatory environment; fostering internal communications among employees; coordinating and streamlining state and regulatory processes; and building upon the Division's tradition of excellence.

Describe how your managers and supervisors will be involved in diversity.

Each Bureau Chief will ensure that the position description questionnaire accurately reflects the duties of the position, will utilize the DAS applicant screening manual, and will reference the Diversity Training materials.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

Maintain annual face-to-face sessions with employees that would alert management to any issues. Review recruitment procedures to locate suitable industry outreach resources. Collaborate with Department of Vocational Rehabilitation and Department of the Blind.